

# Enterprise Resource Planning



## Department Description

The Enterprise Resource Planning Department was created to provide a support structure for the City's Enterprise Resource Planning (ERP) system.

The ERP system consolidates a wide range of financial, logistics, and human resource functions into a single integrated system. Operational use of the ERP system marks a new era in the City by replacing a collection of custom-built, non-integrated software applications with an enterprise-wide, commercial off-the-shelf (COTS), integrated software solution which will be the foundation for the City's core business processes for many years to come.

The Department is based on the Business Application Competency Center (BACC) model. The administrative, functional, development, and technical resources required for ongoing operations and maintenance are co-located in the same facility dedicated to supporting the enterprise-wide suite of Systems Applications and Products in Data Processing (SAP) applications. This is an industry-proven model for providing high quality and cost-effective support.

The Department's mission is:

*To provide the highest quality ERP support services in order to maximize the efficiency of City operations, enable the delivery of business processes, and to enhance the quality of services*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

### ***Goal 1: Provide exceptional customer service***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide accurate and timely response to user requests
- Provide continuous SAP knowledge empowerment to stakeholders

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## ***Goal 2: Increase business value from the City's ERP***

The Department will move toward accomplishing this goal by focusing on the following objective.

- Enable continuous process improvement

## ***Goal 3: Create and maintain a sustainable, business-focused organization***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Identify and use a governance framework to provide strategic direction and prioritization of ERP initiatives
- Implement best practices for SAP support

## ***Goal 4: Develop and maintain a skilled technical and functional workforce***

The Department will move toward accomplishing this goal by focusing on the following objective.

- Recruit and retain skilled technical and functional staff

## Service Efforts and Accomplishments

During Fiscal Year 2011, the Enterprise Resource Planning Department continued to manage and implement the City's ERP system. Major projects and initiatives accomplished or in progress during Fiscal Year 2011 include:

- Public Budget Formulation 'Go Live' (November 2010)
- Implementation of SAP Enhancement Pack 4 (December 2010)
- Business Warehouse Update (September 2010)
- Benefits Open Enrollment 'Go Live' (June-July 2010)
- City-wide training provided to 900 City staff (2010)

## Key Performance Indicators

Performance Measure	Actual FY2010	Estimated FY2011
Percent of staff with professional certifications	46%	43%
Percent of work requests completed on schedule	N/A <sup>1</sup>	85%

1. This performance measure was not in place prior to Fiscal Year 2011.

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## Department Summary

	FY2011 Budget	FY2012 Proposed	FY2011–2012 Change
Positions	19.00	20.00	1.00
Personnel Expenditures	\$ 2,590,420	\$ 2,975,431	\$ 385,011
Non-Personnel Expenditures	14,694,243	17,600,402	2,906,159
<b>Total Department Expenditures</b>	<b>\$ 17,284,663</b>	<b>\$ 20,575,833</b>	<b>\$ 3,291,170</b>
<b>Total Department Revenue</b>	<b>\$ 17,284,663</b>	<b>\$ 20,726,096</b>	<b>\$ 3,441,433</b>

**Note:** The name of this department changed from OneSD Support to Enterprise Resource Planning in Fiscal Year 2012.

## OneSD Support Fund

### Department Expenditures

	FY2011 Budget	FY2012 Proposed	FY2011–2012 Change
Enterprise Resource Planning	\$ 17,284,663	\$ 20,575,833	\$ 3,291,170
<b>Total</b>	<b>\$ 17,284,663</b>	<b>\$ 20,575,833</b>	<b>\$ 3,291,170</b>

### Department Personnel

	FY2011 Budget	FY2012 Proposed	FY2011–2012 Change
Enterprise Resource Planning	19.00	20.00	1.00
<b>Total</b>	<b>19.00</b>	<b>20.00</b>	<b>1.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Equipment/Support for Information Technology</b> Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	\$ 10,414,289	\$ -
<b>Non-Discretionary Adjustment</b> Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	6,971,961	-
<b>Addition of Program Managers</b> Addition of 3.00 Program Managers based on applicable job duties and descriptions. These positions are responsible for overseeing Citywide support of the ERP system.	3.00	596,379	-
<b>Reduction of Accountant 4s</b> Reduction of 2.00 Accountant 4s who no longer perform system duties required by the department.	(2.00)	(300,904)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2012 revenue projections.	0.00	-	3,441,433
<b>Total</b>	<b>1.00</b>	<b>\$ 17,681,725</b>	<b>\$ 3,441,433</b>

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## Expenditures by Category

		FY2011 Budget	FY2012 Proposed	FY2011-2012 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$	1,701,176	\$ 1,870,104	\$ 168,928
Fringe Benefits		889,244	1,105,327	216,083
<b>PERSONNEL SUBTOTAL</b>	<b>\$</b>	<b>2,590,420</b>	<b>\$ 2,975,431</b>	<b>\$ 385,011</b>
<b>NON-PERSONNEL</b>				
Supplies	\$	4,400	\$ 17,500	\$ 13,100
Contracts		133,052	405,284	272,232
Information Technology		8,325,113	10,414,289	2,089,176
Energy and Utilities		17,255	18,775	1,520
Other		65,019	645,403	580,384
Capital Expenditures		60,000	60,000	-
Debt		6,089,404	6,039,151	(50,253)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$</b>	<b>14,694,243</b>	<b>\$ 17,600,402</b>	<b>\$ 2,906,159</b>
<b>Total</b>	<b>\$</b>	<b>17,284,663</b>	<b>\$ 20,575,833</b>	<b>\$ 3,291,170</b>

## Revenues by Category

		FY2011 Budget	FY2012 Proposed	FY2011-2012 Change
Charges for Services	\$	7,138,566	\$ 7,138,566	\$ -
Other Financial Sources (Uses)		10,146,097	13,587,530	3,441,433
<b>Total</b>	<b>\$</b>	<b>17,284,663</b>	<b>\$ 20,726,096</b>	<b>\$ 3,441,433</b>

## Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Proposed	Salary Range	Total
<b>Salaries and Wages</b>						
20000102	1183	Accountant 4	2.00	0.00	\$66,768 - \$88,982	\$ -
20001247	1022	Business Systems Analyst 2	2.00	2.00	59,467 - 71,864	126,080
20001246	1021	Business Systems Analyst 3	3.00	3.00	65,416 - 79,061	142,105
20001101	2132	Department Director	1.00	1.00	59,155 - 224,099	132,001
20001261	1243B	Information Systems Administrator	3.00	3.00	73,466 - 88,982	220,398
20001222	2270	Program Manager	7.00	10.00	46,966 - 172,744	1,171,056
20000970	1917	Supervising Management Analyst	1.00	1.00	66,768 - 80,891	78,464
<b>Salaries and Wages Subtotal</b>			<b>19.00</b>	<b>20.00</b>		<b>\$ 1,870,104</b>

## Fringe Benefits

Employee Offset Savings	\$	56,997
Flexible Benefits		207,945
Long-Term Disability		16,342
Medicare		27,546
Other Post-Employment Benefits		120,569
Retiree Medical Trust		1,106
Retirement 401 Plan		4,427
Retirement ARC		580,391
Retirement DROP		3,660
Risk Management Administration		19,184

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## Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Proposed	Salary Range	Total
		Supplemental Pension Savings Plan				44,170
		Unemployment Insurance				3,990
		Workers' Compensation				19,000
<b>Fringe Benefits Subtotal</b>						<b>\$ 1,105,327</b>
<b>Total Personnel Expenditures</b>						<b>\$ 2,975,431</b>

# Enterprise Resource Planning

## Revenue and Expense Statement (Non-General Fund)

OneSD Support Fund	FY2011 Budget*		FY2012 Proposed	
BEGINNING BALANCE AND RESERVES				
Balance from Prior Year	\$	—	\$	498,559
TOTAL BALANCE AND RESERVES	\$	—	\$	498,559
REVENUE				
Services to the General Fund	\$	10,146,097	\$	8,196,093
Services to Other Funds		7,138,566		12,530,003
TOTAL REVENUE	\$	17,284,663	\$	20,726,096
TOTAL BALANCE, RESERVES, AND REVENUE	\$	17,284,663	\$	21,224,655
OPERATING EXPENSE				
Personnel Expense	\$	2,590,420	\$	2,975,431
Non-Personnel Expenses		14,694,243		17,600,402
TOTAL OPERATING EXPENSE	\$	17,284,663	\$	20,575,833
TOTAL EXPENSE	\$	17,284,663	\$	20,575,833
BALANCE	\$	—	\$	648,822
TOTAL EXPENSE, RESERVES AND BALANCE	\$	17,284,663	\$	21,224,655

<sup>\*</sup> At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.